



STRATEGIC MANAGEMENT (COURSEWORK) GUIDE 2016/2017

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1. Descriptive Details

Name of subject: STRATEGIC MANAGEMENT	
Code: 9970001210 / MBAF 001601	
Degree program: BIOTECHNOLOGY / PHARMACY-BIOTECHNOLOGY	
Year in which it is taught: 2 BIOTECH / 6º PHARMAC-BIOTECHN	
Nº of ECTS credits:	Nº of classroom hours: 3 Study mode: campus based
Regulatory prerequisites:	Recommended prerequisites: None
Name of professor:	
Academic advising/guidance timetable: 17:30 Tuesday	

2. Contextualization of Content and Subject Competences

In the field of biotechnology companies a presentation of the strategic aspects of the business is done. In addition to the internal vision, the company is studied as an open system, analyzing trends and economic factors affecting the industry context of the biotechnology industry. The goal is that students acquire strategic tools that allow them to deal with more guarantees its incorporation into the labor market within this sector of biotechnology.

3. Specific Competences

Specific competences of the subject. On completing this subject, the student will be able to:

- To know and understand the technological innovation process and the phases and factors of the technological transfer
- To know and understand the basic functions of the productions units and markets, and the basic techniques of market analysis.
- To know and understand the basic concepts of the functional areas of the Company.
- To know and understand the foundations of the business direction and the teamwork management.
- To know and understand the planning of the production activity.

4. General Competences (UEM cross-disciplinary competences)

The following competences will be developed and assessed in this subject:



- Initiative
- Entrepreneurship

5. Content

- Concept of business strategy
- Concept, method and features of strategic management
- Knowledge Management
- Strategic analysis of the company
- Innovation Management

6. Training Activities

Business management course is structured in five central topics. In order to ensure an effective learning process and to consolidate theoretical knowledge, specific activities will be carried out within each topic. Among them, are included:

- **Case studies** related with international and national firms. Students will be able to comprehend the importance of business ethics and proper management, in order to guarantee entrepreneurial success and business' sustainability in the long term.
- **Assignments** specifically related to business management: effective management, corporate social responsibility, etc.
- **Problem-solving** assignments related with decision making.
- **Class** presentations, team work.
- **Weekly** debates, linked to the topics being studied during that period.

Complementary to the abovementioned, other activities will be carried out in parallel, aiming at improving the learning process and consolidating student's knowledge-acquisition process. These include (but are not limited to) visiting companies, attending conferences with national and international speakers, joint activities with other courses in order to show students the interdisciplinary character of the knowledge they are learning, how different courses and subjects relate to each other, and the importance of collaborating with colleagues from the same knowledge-area as well as with others from different professions.

7. Teaching Methodologies

Diverse methodologies will be implemented in class, both active and collaborative, which are destined at guiding students in their learning process of theoretical and practical knowledge, as well as their development of competencies.



Class lessons: lectures by the teacher on theoretical aspects necessary to understand the subject

Case study method: discussion of real cases: using real situations to apply in a practical way the knowledge and theory acquired. Each case also allows for follow-up analysis and discussion.

Co-operative learning: students learn to cooperate with others (both classmates and teachers) to creatively solve problems that arise in the operation of a company. Activities can be formal or informal, ranging from games and puzzles to role-play simulations.

Problem-based learning: focusing on introducing the student to the reality of business administration. Real problems are put to the student for them to solve in teams.

Business management course combines theoretical sessions, where students will take notes and assimilate theoretical concepts; as well as practical sessions, in which the acquired knowledge will be implemented to real-life situations. Additionally, the flipped classroom methodology will also be implemented, where students learn theory on their own (through videos, lectures, research, etc.) and classes are destined to learn the practical implementation of such knowledge.

8. Assessment Procedures

The assessment of Knowledge and competences will be continuous and formative. In the ordinary exam period, the assessment system will have the following characteristics:

The mark obtained by the student in tests or exams will not represent more than the 50% of the final mark.

The activities developed in the classroom will complete the assessment (to reach the 100%), and will be carried out either at an individual or group level, according to the character of the proposed formative activities. Exams will represent the same percentage in both the ordinary and extraordinary periods.

1. Theory (30% of overall grade) written tests. To pass the theory assessment tests, a grade of 5 out of 10 is required.

2. Other ACTIVITIES (30% of overall grade) during each lesson there will be group and/or individual activities. Each activity will be scored. Individual exercises, group exercises, presentations, case studies, class participation, debates, reports, involvement in forums, external visits, research, etc.

3.-Final Project team group required (40% of overall grade)

Details of the activity will be provided during the course.



9. Materials and Other Considerations

Core:

- ✓ Navas López, J.E. and Guerras Martin, L.A. (2013). Fundamentals of strategic management Civitas Ed.

Complementary:

- ✓ AGUIRRE A., CASTILLO A.M. Y TOUS D. (2003): Administración de organizaciones en el entorno actual, Pirámide, Madrid.
- ✓ BUENO CAMPOS, E. (1996): Dirección Estratégica de la Empresa. Metodología, Técnicas y Casos, 5ª ed., Pirámide, Madrid.
- ✓ CUERVO GARCÍA et al. (1995): Dirección de Empresas de los noventa. Civitas, Madrid
- ✓ GRANT, R.M. (1996): Dirección Estratégica. Concepto, Técnicas y Aplicaciones, Civitas, Madrid.
- ✓ HILL, C.W.L., JONES, G.R. (2005): Administración Estratégica. Un Enfoque Integrado, 6ª ed., Mc Graw Hill, México.
- ✓ HITT, M., IRELAND, R.D. y HOSKISSON, R. (1999): Administración estratégica. Competitividad y conceptos de globalización. 3ª edición. International Thomson Editores.
- ✓ JIMÉNEZ, J.A. y ARROYO, S. (2002): Dirección estratégica en la creación de empresas. Pirámide, Madrid.

10. Resources

(Make sure the Competences, the Assessment and Training Activities are consistent with each other. For example: rubrics or checklists necessary for assessing each activity)

Strategic Management course is an introductory subject in the second year of the Bachelor's Degree in Biotechnology, hence it is expected that students will have a professional approach.

In this context, student's attitude will be taken into consideration, together with his/her use of vocabulary (both in written and oral expression). It is of high relevance the commitment that the student shows towards the course, fulfilment of assignments, his/her preparation towards knowledge tests, as well as their attitude towards classmates.

As it was previously explained, students shall develop specific and general competencies, which complement the course's theoretical knowledge. Students will also be evaluated in terms of their degree of acquisition of competencies, paying special attention to their teamwork ability, adequate planning; their capacity to solve problems and manage change; and last but not least, their orientation towards achieving objectives and results.